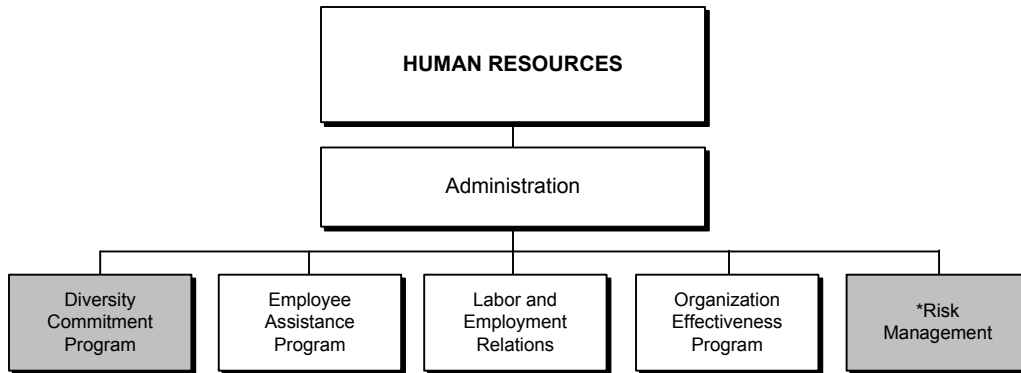


# HUMAN RESOURCES

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\*See Risk Management section for budget details



## Mission Statement

To maximize individual and organizational potential by delivering proactive and collaborative employee relations and development programs.

## Department Description

The Human Resources Department (HRD) serves to consolidate and coordinate Citywide human resource functions and creates a central source of human resources expertise for consistency and efficiency. The HRD provides labor and employment relations; equal opportunity policy; training and enforcement efforts; diversity commitment efforts; a Citywide training program including supervisory and leadership development; organization effectiveness services; and an Employee Assistance Program.

The Risk Management Department is organizationally located as part of HRD, but is presented in this document as a separate budget department. Risk Management programs include the administration of employee benefits, employee safety, workers' compensation, and public liability loss control and claims processing.

## Division/Major Program Description

### Administration

The Administration Division provides policy direction for Citywide labor and human resources issues and overall administration of the Human Resources Department. The Division also provides guidance and accountability across City departments regarding employment-related policies, and coordinates unclassified recruitment processes for managerial departments.

# Human Resources

## Division/Major Program Description

### Diversity Commitment Program

The Diversity Commitment Program provides strategic direction, consultation, and education on diversity-related issues. The Program also keeps City management informed of and responsive to current issues related to workforce diversity. The Program is responsible for an array of workshops and educational sessions to increase the organization's skills and to build cultural competence in working with others in the workplace and diverse community.

### Employee Assistance Program

The Employee Assistance Program (EAP) provides counseling and referral services that assist employees in solving personal and workplace problems that affect productivity, job performance, and workplace safety. EAP provides training for supervisors on early intervention skills to recognize signs and symptoms and get employees help in addressing problems including drug and alcohol abuse.

### Labor and Employment Relations

Labor and Employment Relations provides advice, counsel, and policy direction to managers on labor and employment issues such as meeting and conferring with labor unions, grievance resolution, disciplinary actions, employee settlements, performance management issues, leave provisions, federal and State labor laws, and rewards and recognition programs. The Division fosters positive relationships with the City's four recognized labor organizations and negotiates labor contracts, and represents the City Manager in a variety of labor issues. The City Manager's Equal Employment Opportunity (EEO) Program coordinates Citywide EEO training, complaint tracking and resolution issues, in conjunction with the Personnel Department, Labor Relations and the City Attorney's Office. The Program consults with departments on evaluating the feasibility of reasonable accommodation and it delivers educational and compliance training on Americans with Disabilities Act (ADA) issues.

### Organization Effectiveness Program

The Organization Effectiveness Program (OEP) provides consulting and facilitation services that enhance customer service, productivity, innovation, employee job satisfaction, and cost effectiveness. Expertise includes: change management, customer and employee surveys, strategic planning, management coaching, team building, responsibility clarification, conflict resolution, and culture change efforts. OEP runs the Citywide training program for supervisory and leadership development. OEP assists the City Manager in implementing Citywide initiatives that increase organization effectiveness.

## Service Efforts and Accomplishments

Fiscal Year 2005 was the final year of multi-year labor agreements negotiated and administered by Labor and Employment Relations staff with International Association of Fire Fighters Local 145, Municipal Employees' Association, and American Federation of State, County and Municipal Employees, Local 127 and the Police Officers Association (POA). HRD staff initiated early discussions with all labor organizations for successor labor agreements in anticipation of extremely challenging fiscal conditions in Fiscal Years 2006 and 2007. Comprehensive reform in retirement benefits and health insurance was a focus of negotiations. The City and the POA initiated an interest based bargaining approach for the first time in their labor negotiations, a concept designed to facilitate more collaboration and mutual gain.

The City Manager's EEO Program coordinated complaint-tracking activity and provided training and consultation to City departments. In addition, the Citywide ADA Committee developed and implemented an ADA training module, which is designed to assist City supervisors and/or EEO liaisons in evaluating the feasibility of providing reasonable accommodation in the workplace. This ADA awareness and compliance training was conducted for over 850 supervisors in eight departments.

HRD staff assists the City Manager by conducting, or assisting executive search firms in conducting, recruitment processes for management positions in the unclassified service. A combination of internal and external recruitments (ranging from local/regional to nationwide searches) took place last year including the selection and appointment of a new City Manager, Auditor and Comptroller, Directors for the Development Services and Engineering and Capital Improvement Departments, Director of Homeland Security, and several key Deputy Director and Program Manager positions across the managerial unclassified service (for example, Golf Operations Manager, STAR/PAL Manager, Water Re-use Manager).

EAP continues to effectively intervene to solve adverse personal and job performance situations, occupational health and social problems, including alcohol and drug abuse. EAP has helped reduce litigation against the City, attendance problems, productivity losses, workplace violence, workers' compensation claims and other liabilities. This year, EAP has been called upon to provide numerous critical incident stress debriefs for crisis and tragic situations for employees around the City.

The Diversity Commitment Program continues to build cultural competence throughout the organization. Skill training, conflict resolution, cultural awareness, and team building sessions are delivered to employees, supervisors, and managers to increase their ability to respond effectively to a range of workplace and community differences. A new, intensive educational offering, Diversity University, was designed and successfully delivered in four departments. Staff has assisted the Commission for Arts and Culture in developing a diversity initiative for its member agencies.

OEP provided consulting and facilitation services for the City Manager's Office and City departments. OEP administered and analyzed numerous community and employee opinion surveys, provided conflict resolution and mediation services to work units, assisted managers with large scale reorganizations, designed customer service initiatives, and assisted in the preparation of business and strategic plans. OEP staff completed the first session of the leadership development program, which prepares mid-level employees to assume unclassified managerial positions.

## Future Outlook

HRD staff will continue its mission to bring a high level of consistency, effectiveness and collaboration in the establishment and application of policies and procedures affecting employees throughout the City. HRD will work with City departments to implement changes resulting from anticipated reductions and reassignments in the City workforce due to budget constraints and reorganization efforts, increases in staffing within the uniformed police and fire services, and the changing needs and priorities of the Mayor and City Council during transition to a Strong Mayor form of government.

# Human Resources

## Future Outlook

Additionally, HRD will be implementing new labor contracts with the POA, Local 145, Municipal Employees Association, and Local 127. HRD will continue to look for ways to increase the joint labor-management problem-solving efforts around the City through use of labor management advisory committees, mediation of disputes, early intervention techniques, and training.

HRD will be coordinating sexual harassment prevention training for all 2,000 plus supervisors across the City. The State of California mandated that all supervisors shall receive two hours of training prior to December 31, 2005 and refresher training every two years thereafter. This training will be implemented using e-learning methodology for the first time.

HRD will continue to provide counseling services to assist in solving personal and workplace problems that affect productivity, job performance, and workplace safety. EAP training and consultations on identifying signs of stress and anxiety, substance abuse, and anger and depression will encourage early intervention by supervisors and ensure safe and productive work environments.

## Budget Dollars at Work

- 1,168 Employees completed diversity educational training and workshops
- 246 Employees recognized by the City Manager for excellence in customer service and diversity commitment behaviors
- 480 Employees participated in extensive supervisory training
- 851 Supervisors trained in ADA policies and procedures
- 40 Employees graduated from various career management and mentoring programs
- 20 Management level recruitment processes
- 115 Appointing Authority Interview Training and Employee Performance Review Training
- 1,114 Counseling sessions provided to troubled employees
- 36 Grievances resolved
- 24 Benefit appeal hearings conducted and resolved

Human Resources				
	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL	FY 2005-2006 CHANGE
Positions	23.17	23.17	22.19	(0.98)
Personnel Expense	\$ 2,011,456	\$ 2,252,382	\$ 2,307,431	\$ 55,049
Non-Personnel Expense	\$ 615,441	\$ 632,367	\$ 641,439	\$ 9,072
TOTAL	\$ 2,626,897	\$ 2,884,749	\$ 2,948,870	\$ 64,121

## Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>GENERAL FUND</b>			
<b>Human Resources</b>			
Administration	2.02	2.02	2.04
Labor & Employment Relations	4.00	4.00	4.00
<b>Total</b>	<b>6.02</b>	<b>6.02</b>	<b>6.04</b>
<b>Org Effectiveness Program</b>			
Change Management	2.05	2.05	1.45

# Human Resources

## Department Staffing

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>GENERAL FUND</b>			
<b>Org Effectiveness Program</b>			
Department Service Requests	0.90	0.90	<b>0.50</b>
Management & Citywide Support	1.20	1.20	<b>1.20</b>
<b>Total</b>	<b>4.15</b>	<b>4.15</b>	<b>3.15</b>
<b>SPECIAL TRAINING FUND</b>			
<b>Special Training</b>			
Employee Assistance Program	4.00	4.00	<b>4.00</b>
Equal Employment Opportunity	1.00	1.00	<b>1.00</b>
Leadership Development	2.00	2.00	<b>2.00</b>
Training	2.00	2.00	<b>2.00</b>
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>DIVERSITY FUND</b>			
<b>Diversity Program</b>			
Administration	1.00	1.00	<b>1.00</b>
Diversity Education	2.00	2.00	<b>2.00</b>
Facilitation/Consultation	0.50	0.00	<b>0.00</b>
Implement Policies/Procedures	0.50	1.00	<b>1.00</b>
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>GENERAL FUND</b>			
<b>Human Resources</b>			
Administration	\$ 261,254	\$ 282,593	<b>\$ 303,631</b>
Labor & Employment Relations	\$ 455,756	\$ 488,731	<b>\$ 529,022</b>
<b>Total</b>	<b>\$ 717,010</b>	<b>\$ 771,324</b>	<b>\$ 832,653</b>
<b>Org Effectiveness Program</b>			
Change Management	\$ 218,342	\$ 226,596	<b>\$ 262,915</b>
Department Service Requests	\$ 92,892	\$ 90,950	<b>\$ 56,737</b>
Management & Citywide Support	\$ 133,560	\$ 162,300	<b>\$ 179,382</b>
<b>Total</b>	<b>\$ 444,794</b>	<b>\$ 479,846</b>	<b>\$ 499,034</b>
<b>SPECIAL TRAINING FUND</b>			
<b>Special Training</b>			
Employee Assistance Program	\$ 328,147	\$ 402,957	<b>\$ 420,887</b>
Equal Employment Opportunity	\$ 129,399	\$ 141,872	<b>\$ 147,239</b>
Leadership Development	\$ 229,056	\$ 250,758	<b>\$ 256,256</b>
Training	\$ 232,395	\$ 249,722	<b>\$ 268,557</b>
<b>Total</b>	<b>\$ 918,997</b>	<b>\$ 1,045,309</b>	<b>\$ 1,092,939</b>

# Human Resources

## Department Expenditures

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>DIVERSITY FUND</b>			
<b>Diversity Program</b>			
Administration	\$ 107,828	\$ 126,051	\$ <b>129,619</b>
Diversity Education	\$ 308,922	\$ 325,024	\$ <b>252,934</b>
Facilitation/Consultation	\$ 69,831	\$ -	\$ <b>-</b>
Implement Policies/Procedures	\$ 59,515	\$ 137,195	\$ <b>141,691</b>
<b>Total</b>	<b>\$ 546,096</b>	<b>\$ 588,270</b>	<b>\$ 524,244</b>

## Significant Budget Adjustments

### GENERAL FUND

Human Resources	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.02	\$ 71,324
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Non-Discretionary</b>	0.00	\$ 331
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Support for Information Technology</b>	0.00	\$ (10,326)
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		
Org Effectiveness Program	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00	\$ 39,574
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Transfer for Sexual Harassment Prevention Training</b>	0.00	\$ 80,000
Transfer of funding from Diversity Program to deliver state-mandated sexual harassment prevention training for all supervisors.		
<b>Support for Information Technology</b>	0.00	\$ 4,143
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		



## Significant Budget Adjustments

### GENERAL FUND

Org Effectiveness Program	Positions	Cost
<b>Non-Discretionary</b>	0.00 \$	(296)
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Reduction of Staffing</b>	(1.00) \$	(104,233)
Reduction of vacant 1.00 Organization Effectiveness Specialist III.		

### SPECIAL TRAINING FUND

Special Training	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00 \$	31,717
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Support for Information Technology</b>	0.00 \$	15,586
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		
<b>Non-Discretionary</b>	0.00 \$	327
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		

### DIVERSITY FUND

Diversity Program	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00 \$	16,759
Adjustments to reflect the annualization of the Fiscal Year 2005 negotiated salary compensation schedule, changes to average salaries, retirement contributions, and retiree health contributions. Position adjustments, if applicable, reflect the City Manager's restructuring of Executive Team assignments.		
<b>Non-Discretionary</b>	0.00 \$	157
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Support for Information Technology</b>	0.00 \$	(942)
Funding is allocated according to a zero based annual review of information technology funding requirements and priority analyses.		

# Human Resources

## Significant Budget Adjustments

### DIVERSITY FUND

Diversity Program	Positions	Cost
<b>Transfer for Sexual Harassment Prevention Training</b>	0.00	\$ (80,000)
Transfer of funding to OEP to deliver state-mandated sexual harassment prevention training for all supervisors.		

## Expenditures by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>PERSONNEL</b>			
Salaries & Wages	\$ 1,484,997	\$ 1,561,312	\$ <b>1,562,814</b>
Fringe Benefits	\$ 526,459	\$ 691,070	\$ <b>744,617</b>
<b>SUBTOTAL PERSONNEL</b>	\$ 2,011,456	\$ 2,252,382	\$ <b>2,307,431</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 490,953	\$ 526,012	\$ <b>525,138</b>
Information Technology	\$ 80,550	\$ 69,416	\$ <b>76,782</b>
Energy/Utilities	\$ 38,274	\$ 31,275	\$ <b>33,855</b>
Equipment Outlay	\$ 5,664	\$ 5,664	\$ <b>5,664</b>
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 615,441	\$ 632,367	\$ <b>641,439</b>
<b>TOTAL</b>	\$ 2,626,897	\$ 2,884,749	\$ <b>2,948,870</b>

## Revenues by Category

	FY 2004 BUDGET	FY 2005 BUDGET	FY 2006 FINAL
<b>GENERAL FUND</b>			
Charges for Current Services	\$ 100,000	\$ 100,000	\$ <b>100,000</b>
<b>TOTAL</b>	\$ 100,000	\$ 100,000	\$ <b>100,000</b>

## Salary Schedule

### GENERAL FUND

#### Org Effectiveness Program

Class	Position Title	FY 2005 Positions	FY 2006 Positions	Salary	Total
1107	Administrative Aide II	0.15	<b>0.15</b>	\$ 48,633	\$ 7,295
1612	Org Effectiveness Specialist III	1.00	<b>0.00</b>	\$ -	\$ -
1615	Org Effectiveness Supv	1.00	<b>1.00</b>	\$ 77,311	\$ 77,311
1746	Word Processing Operator	1.00	<b>1.00</b>	\$ 36,283	\$ 36,283

# Human Resources

## Salary Schedule

### GENERAL FUND

#### Org Effectiveness Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>		<i>Salary</i>	<i>Total</i>
2248	Org Effectiveness Program Mgr	1.00	1.00	\$	117,677	\$ 117,677
	<b>Total</b>	4.15	3.15			<b>\$ 238,566</b>

#### Human Resources

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>		<i>Salary</i>	<i>Total</i>
1876	Executive Secretary	2.01	2.02	\$	50,407	\$ 101,822
2111	Asst City Manager	0.01	0.00	\$	-	-
2132	Department Director	1.00	1.00	\$	143,760	\$ 143,760
2153	Deputy City Manager	0.00	0.02	\$	168,900	\$ 3,378
2269	Labor Relations Manager	1.00	1.00	\$	114,988	\$ 114,988
2270	Program Manager	2.00	2.00	\$	87,830	\$ 175,660
	Ex Perf Pay-Unclassified	0.00	0.00	\$	-	\$ 4,818
	<b>Total</b>	6.02	6.04			<b>\$ 544,426</b>
<b>General Fund Total</b>		10.17	9.19			<b>\$ 782,992</b>

### SPECIAL TRAINING FUND

#### Special Training

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>		<i>Salary</i>	<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$	42,443	\$ 42,443
1406	Employee Assistance Counselor	2.00	2.00	\$	61,477	\$ 122,953
1429	Employee Assistance Program Manager	1.00	1.00	\$	77,428	\$ 77,428
1535	Clerical Assistant II	1.00	1.00	\$	33,827	\$ 33,827
1614	Org Effectiveness Specialist II	1.00	1.00	\$	62,633	\$ 62,633
1746	Word Processing Operator	1.00	1.00	\$	36,284	\$ 36,284
2270	Program Manager	2.00	2.00	\$	86,266	\$ 172,531
	Temporary Help	0.00	0.00	\$	-	\$ 2,614
	<b>Total</b>	9.00	9.00			<b>\$ 550,713</b>

### DIVERSITY FUND

#### Diversity Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2005 Positions</i>	<i>FY 2006 Positions</i>		<i>Salary</i>	<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$	42,444	\$ 42,444
1218	Assoc Management Analyst	1.00	1.00	\$	61,400	\$ 61,400
1614	Org Effectiveness Specialist II	2.00	2.00	\$	62,633	\$ 125,265
	<b>Total</b>	4.00	4.00			<b>\$ 229,109</b>

**HUMAN RESOURCES TOTAL** 23.17 22.19 \$ 1,562,814

# Human Resources

## Non-General Fund Five-Year Expenditure Forecast

	<b>FY 2006 FINAL</b>	<b>FY 2007 FORECAST</b>	<b>FY 2008 FORECAST</b>	<b>FY 2009 FORECAST</b>	<b>FY 2010 FORECAST</b>	<b>FY 2011 FORECAST</b>
Positions	<b>13.00</b>	13.00	13.00	13.00	13.00	13.00
Personnel Expense	<b>\$ 1,166,395</b>	\$ 1,201,387	\$ 1,237,429	\$ 1,274,552	\$ 1,312,789	\$ 1,352,173
Non-Personnel Expense	<b>\$ 450,788</b>	\$ 464,312	\$ 478,241	\$ 492,588	\$ 507,366	\$ 522,587
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,617,183</b>	\$ 1,665,699	\$ 1,715,670	\$ 1,767,140	\$ 1,820,155	\$ 1,874,760

General Fund Five-Year information is located in the Multi-Year Financial Forecast located in Volume I of this Document.

### Human Resources

No major projected requirements.

**Fiscal Years 2007-2011**